TOPIC: E- RECRUITMENT STRATEGIES

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ABSTRACT

Organizations around the world have been affected by technological, economic and political changes, which have implications on the social, cultural and business environment, consumer expectations and employee relations. Nowadays, organizations focus on profitability through growth, leverage information for business efficiency, management of intellectual capital and geared for continued change. Therefore, organizations need to build new competencies to face new challenges. These changes force organizations to improve their internal processes in order to exceed standards and operate in a highly competitive market. As a result, HR policies and practices need to be transformed. The realization of better customer service, cost efficiency, speed and innovativeness and becoming a main target. The evolution of HR toward more integrated strategies has been proceeding along with growing availability and use of electronic media. Growing numbers of companies are using the Internet and intranets/enterprise portals to manage at least part of the attraction and retention process. The purpose of this document is to discuss the

role of e-recruitment as a process that can help organizations to improve the process of recruitment.

The traditional method of recruitment has been revolutionized by the emergence of the internet. In the coming years digital recruitment and hiring are expected to continue their explosive growth. Most Organizations are already using e-recruitment to post jobs and accept resumes on the internet and correspond with the applicants by email. It brings benefits to the Organizations.

Keywords: E-recruitment strategy, organization

INTRODUCTION: E – RECRUITMENT STRATEGY

"**E-Recruitment**" Also known as "**Online recruitment**", it is the use of technology or the web based tools to assist the **recruitment processes**. The tool can be either a job website like naukri.com, the organization's corporate web site or its own intranet. Many big and small organizations are using Internet as a source of recruitment. They advertise job vacancies through worldwide web. The job seekers send their applications or curriculum vitae (CV) through an e-mail using the Internet. Alternatively job seekers place their CV's in worldwide web, which can be drawn by prospective employees depending upon their requirements.

According to Schreyer & Mac Carter, e-recruitment refers to

"The recruitment process, including placing job advertisements, receiving resumes and building human resource database with candidates and incumbents."The words e-recruitment, online recruitment, internet recruiting are synonymous. They imply formal sourcing of job information online.

Hoffman defined e-recruiting as, "The utilization of the internet for candidate sourcing, selection, communication and management throughout the recruitment process."

CONVERTING HR FUNCTIONS TO E-RECRUITMENT SOLUTIONS
Using web recruitment systems like recruitment websites or job sites also play a role in simplifying the recruitment process. Such websites have facilities where prospective candidates can upload their CVs and apply for jobs suited to them. Such sites also make it possible for recruiters and companies to post their staffing requirements and view profiles of interested candidates. You can also outsource business processes like payroll management and employee benefits. We can provide web recruitment systems and software designed to support the human resource system. ASPs or Application Service Providers which host recruitment software on the internet can manage payrolls, benefits and performance graphs. Employee benefits like Health, Medical and Life insurance, and HR management duties like recruiting, hiring, firing, background interviews, exit interviews, and wage reviews can also be automated using software. With such processes, it becomes possible for managers to access information that is crucial to managing their staff, which they can use for promotion decisions, payroll considerations and succession planning.

Examples of E-Recruitment sites are: Monster.com, naukri.com, timesjob.com.

The two **kinds of e-recruitment** that an organization can use is –

➢ **Job portals**: i.e. posting the position with the job description and the job specification on the job portal and also searching for the suitable resumes posted on the site corresponding to the opening in the organization.

➢ Creating a complete online recruitment/application section in the companies own website. - Companies have added an application system to its website, where the 'passive' job seekers can submit their resumes into the database of the organization for consideration in future, as and when the roles become available.

Resume Scanners: Resume scanner is one major benefit provided by the job portals to the organizations. It enables the employees to screen and filter the resumes through pre-defined criteria's and requirements (skills, qualifications, experience, payroll etc.) of the job.

Job sites provide a 24*7 access to the database of the resumes to the employees facilitating the just-in-time hiring by the organizations. Also, the jobs can be posted on the site almost immediately and is also cheaper than advertising in the employment newspapers. Sometimes companies can get valuable references through the "passers-by" applicants. Online recruitment helps the organizations to automate the recruitment process, save their time and costs on recruitments.

E-RECRUITMENT METHODS

Advertising job openings, tracking the source of applications, and online enquiry forms, were the most frequently used methods for attracting candidates. In many cases, web-based technology in selection and assessment is only being used by the most selection-sophisticated organizations that can afford the high start-up and maintenance costs. There was wide variety in the extent to which online applications were structured, and also in how they were screened, e.g. electronically by keywords or manually. There exists a great deal of variation and less maturity in this part of the e-recruitment process in terms of application and use, than in the application of Internet technology at the attraction stage of the process.

Methods of e-recruitment are many, among those the important ones are-

● **Job boards:** These are the places where the employers post jobs and search for candidates. Candidates become aware of the vacancies. One of the disadvantages is, it is generic in nature. Special skill candidates to be searched by certain job boards.

● **Employer web sites:** These sites can be of the company owned sites, or a site developed by various employers.

● **Professional websites:** These are for specific professions, skills and not general in nature.

WHY E-RECRUITMENT?

In July 2002, XYZ Electrical Company of Aurangabad was to find a suitable Electrical engineer for them. The company wanted to collect Resumes of maximum candidates. Advertisement in employment news was not giving them the satisfactory result. There came the need for e-recruitment, to overcome the barriers to easy access of the candidates. To be a successful Organization and to maintain the position recruiting high caliber staff is fundamental. Not finding the right person can lead to frustration. Employers like XYZ Electrical Company aren't limited to attracting candidates from their own country and can appeal to qualified candidates all over the world. The same holds true for job seekers like Anish, he being an MBA never expected any problem regarding job. He returned home exhausted with no satisfactory result in hand. He knew that the place is full of opportunities, and it won't be difficult to place him in a job. But what he was not aware of was search for the company will be so tedious and tiring. First he went through the newspaper advertisement meticulously, then scanned those advertisements and selected the suitable ones. Then he visited each and every place just to submit the Resume. It was worse as he was restricted to Aurangabad, as going and visiting companies at different places were not possible and due to postal service the Resumes were not properly forwarded. At that era this was the scenario for many candidates. Even the companies were not satisfied with the recent recruitment practices. Like, they can search and apply for jobs in areas where their skills are in demand regardless of geographical location. The widespread use of internet today has meant that advertising for candidates has become cheaper while at the same time appealing to the wider audience. This is the secret of e-recruitment gaining popularity in a short time span. The advantages are:

WHY E- RECRUITMENT SOLUTIONS?

Centralized Platform

- ➢ Collects candidate information in a standard format
- ➢ Consolidates data from multiple recruitment sources

Stream line workflow

- ➢ Automates workflow from job requisition to completion of the hiring process
- ➢ Captures and files candidate information and history for future retrieval by all the users of the system.

Better Communication and Increased productivity

- ➢ Shares knowledge and information between hiring team members online in real time
- ➢ Collaboration with colleagues to increase productivity

Less Paper

- ➢ Electronically collects and files information to reduce paper usage.
- ➢ Reduces manual administrative workload

Candidates Pool

- ➢ Locates qualified candidates with in private pool of talent with precision

➢ Centralized database collects and provides information for various units and locations.

Centralized Reports

➢ Provides consolidated HR reports for the entire Organization.

Save Cost and Time

➢ Improves productivity and hiring costs in the long run

CHALLENGES ASSOCIATED WITH E-RECRUITMENT

The challenges faced by Irish organizations in implementing e-recruitment have included problems with the technology and difficulties in tailoring e-recruitment systems to meet the particular needs of their recruitment process. Other challenges have included problems with having to simultaneously operate both online and offline systems, and a lack of integration of e-recruitment systems and existing HR systems.

A traditional concern with e-recruitment was in relation to its acceptability to a broad range of applicants. This appears to be becoming much less of an issue, as more and more applicants are using the Internet as part of their job search process. In fact, there is significant evidence to suggest that the Internet is the preferred application method for a large majority of candidates. Nevertheless, many organizations involved in this research showed concern in relation to candidate access and perceptions, and are designing their online processes to be as candidate-friendly as possible, in addition to accepting applications, in some cases, by other methods.

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The advantages are:

● **Cost efficient:** Advertisements in internet when compared to newspaper, magazines, and employment agencies is considerably cheap. As in the other sources continuously one has to revise the advertisement, for example a company wanted their ad to appear on every Sunday for a month thus was suppose to pay for four advertisements. But for internet it is not applicable.

● **Time saving device:** Time to deliver; to communicate is minimized by this. Response is direct and immediate without any delay. Beforehand the postal services, fax was one way communication and was time consuming. Phones provided two way communications but resume management, communicating worldwide were not possible.

● **Widens the search:** In the era of globalization the reach cannot be restricted at one place. It provides global reach that also within a fraction of second. Truly the process supports the definition of recruitment by creating a vast pool of potential candidates.

● **Provides clarity:** Advertisements in employment news, other newspapers, magazines will have word limit, thus sometimes is misinterpreted. For an example a company advertisement announced vacancy for computer skilled person which was interpreted as MIS job which was rather a job for computer skilled receptionist. The advertisement was not clear enough to explain the full profile. In internet the word limitation is not there, the idea, opinion, profile can be expressed as any one like.

● **Scope for better match:** Information in detail is provided with clarity therefore suitable candidate match is possible. The search is widened link with other websites are possible, these attracts the candidates and after the job profile matches, the candidates apply.

● **Standardization:** The information of the candidates are collected in a standard format. Besides

collecting the data it also consolidates information received from various sources.
● **Reservoir:** It acts as the reservoir of information. From the job profile to candidate profile   is available along with past applicant data.

● **Lessen paper work:** As the data collection, filing, administrative work are done electronically thus paper work or documentation has been lessened.

DRAWBACKS OF E-RECRUITMENT

● **Require being computer savvy:** The process is restricted within computer savvy candidates. As the search is based on various websites, their screening, keywords application demands for a computer savvy person and company.

● **Legal consequences:** Alike other recruitment sources this source also should be aware of the words used in the advertisements otherwise it may lead to the charge of discrimination. For example, Disney World was sued for screening the resumes preferring the key words used by whites.

● **Vast pool of applicants:** This benefits the Organizations as well as it is disadvantage to them also. Because the huge database cannot be scanned in depth. Either first few candidates are called for interview or the resumes are screened based on some key words. On the other hand applicants also face global competition.

● **Non-serious applicants:** Lot of applicants forward their resumes just to know their market value. As personally the candidates are not checked thus whether they are serious is not known. At the time of interview the recruiter might realize that the candidate is not serious in leaving the current job. But by that time some serious candidates might have been rejected.

● **Disclosure of information:** Candidates profile and company details are available to public. The applicants do not want their employer to know that they are looking for a change. Phone number, address information has lead to many security problems. Again the companies do not want their competitors always to know the current scenario.

Fig. 1: The e-recruitment landscape
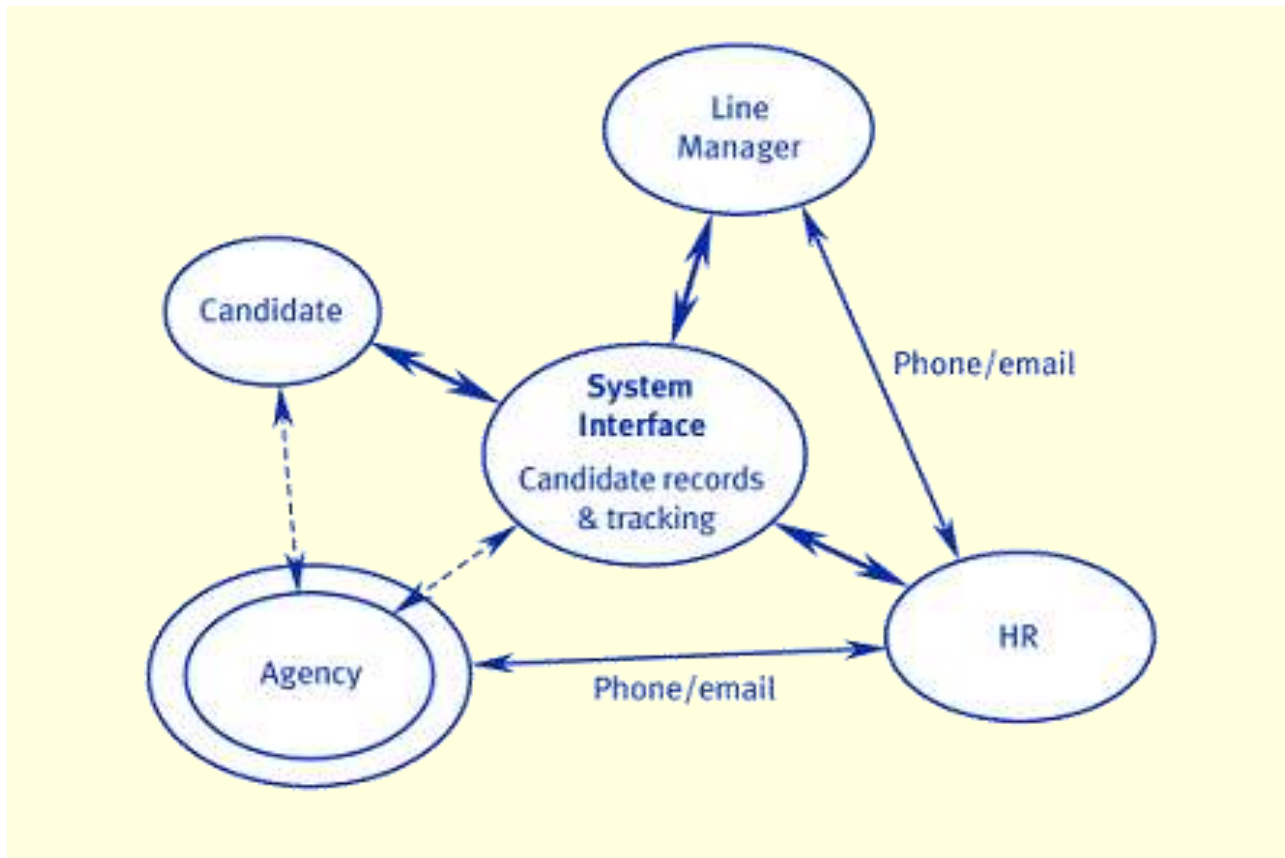
EVALUATING IMPACT

The experiences of HR Department suggest that the emergence of fundamentally new e-enabled recruiting processes not only increases the opportunities, but also the risks associated with the resourcing process. Hence, evaluation of those risks and benefits becomes more important. It is claimed that current measures of impact in this area focus on efficiency (input and output measures), as opposed to measures of effectiveness and quality of output.. Measures of quality were less evident.

Working with a small number of the case study organizations, a framework was developed and used as a mechanism for exploring the availability, and validity, of the data each organization held on their staffing processes. The intention was to determine the usefulness of a supply-chain approach to measurement in making optimal investment decisions in e-recruitment systems, and in measuring the value of e-recruitment. The categories of measurement we explored with the participating companies were:

➢ cost of recruitment and selection activities

➢ time taken to fill

➢ volume/yield

➢ diversity and legal compliance

➢ candidate and employer satisfaction

➢ Quality/value of the recruit.

It has been understood that better information about the end-to-end process should lead to better decisions about any investment in e-recruitment.

IMPLEMENTATION CHALLENGES

The findings from personal interaction with HR people implies that key implementation challenges were the cultural approach of the organization towards e-recruitment and the lack of knowledge within the HR community. This has implications for training within HR to develop the capability to deliver e-recruitment, and also elsewhere within the organization (e.g. at line manager level). Further implications of e-recruitment are that it may allow a more strategic role for HR. A compelling argument why online recruitment should be integrated sooner rather than later is that it will serve to move the recruiter up the value chain, allowing them to be far more strategic. Finally, cultural and behavioral change was reported as the significant challenge in ensuring that e-recruitment delivers.

CONCLUSION

In examining the findings, the key message for recruiters is to acknowledge that the adoption of e-recruitment is about more than just technology. It is about the recruitment system being able to attract the right candidate, the selection process being based on sound and credible criteria, and the tracking process being able to integrate with existing systems. Perhaps most significantly, e-recruitment is about cultural and behavioral change, both within HR and at line management level. we suggest that for e-recruitment to deliver, it is about developing the capability of HR to facilitate the system and to view the staffing process as an end-to-end process, similar to that of a supply-chain.

Traditional methods should not be replaced by the e-recruitment, it should supplement. The loopholes of e-recruitment can be covered by the traditional methods and recruitment process will be faster, global due to e-recruitment. One method should not replace the other. When two vacancies are there and two candidates are available the companies do not have much choice, thus they prefer to widen their search and attracts numerous applications. But when for two vacancies a company receive 2000 application, the in depth screening process is not possible. While other methods like

campus interview, internal search has a personal touch. But receiving application in hand, communicating with candidates becomes time consuming with out internet.

KEY STAGES OF AN E-RECRUITMENT PROCESS

An organizations e-recruitment site can do a number of different things. The complexity of the
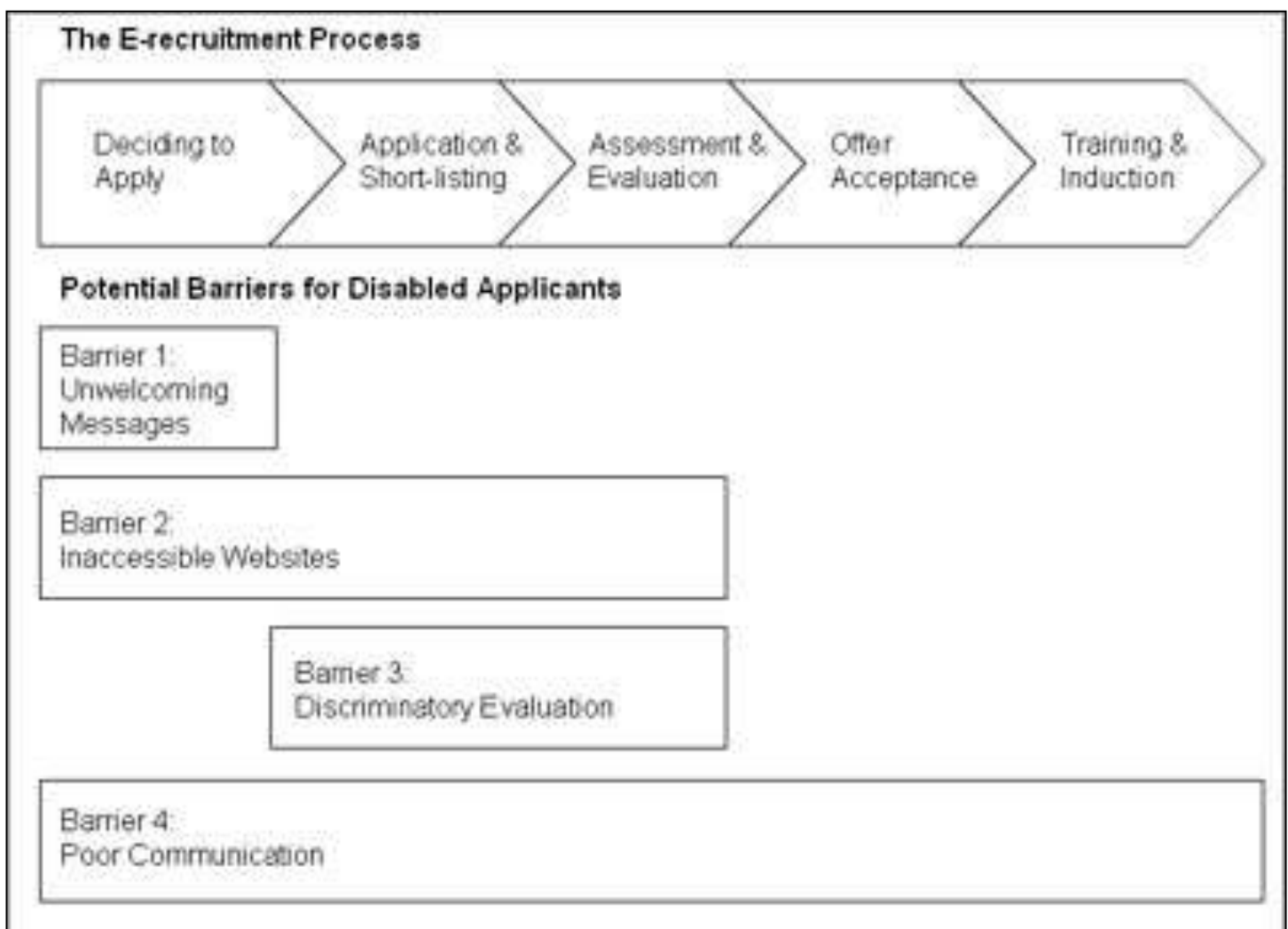
site, and hence the level of back-office technology required, will naturally be determined by the extent to which you bring the recruitment online.

Many e-recruitment sites include a selection of the following:

➢ Online corporate brochure which describes the nature of the business and its culture

➢ Graduate or other mass recruitment (e.g. call centre positions; apprenticeship schemes) channel

➢ Information on vacancies, including contact email or phone number

➢ Detailed job specifications and any information that you may normally send out with an application pack or at interview stage

➢ Online application form

➢ Killer questions or self selection questions to help applicants decide if the job is really for them

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